Annie Norman, State Librarian of Delaware

Despina Wilson, Management Analyst

The Measure of Library Excellence

Quest for Quality and Performance Excellence:

From Mission to Measures and Results

My Message…

Simply to deliver a perspective on developing better measurement and communication tools for librarians

What are some of the things libraries worry about?

1. Sustaining Relevance
2. Millennial user behaviors
3. Diversity Services
4. E-Learning and Distance Education
5. Justifying growth and projects – Measures not Stats
6. Understanding mutating (not changing) usage patterns – info not data
7. Building community alliances
8. Building for the future and not repairing the present
9. Productivity and shifting staff resources
10. Balancing print, electronic and new services and resources
11. Budgets and Fundraising

Stephen Abrams, Sirsi/Dynix

Big Questions

- Are our current measures helping us address these concerns?
- Can we make strategic decisions using our current data?
- Can anyone (librarian or not) pick up our current measures and understand the strategy we are following (within our state or nationally as a whole)?
- Can we back up qualitative stories with quantitative measurements and data?
- If we had the proofs, would it help our strategies, fundraising and tactical implementations?
- Are we happy with the present?

How do you persuade?

- Simply, make a serious effort to start understanding the users in terms of their real:
  - needs, preferences, and desires
  - goals and aspirations
  - expectations and assumptions
  - values and their beliefs
  - tolerance for risk and change
- And then align this with all the operational components (processes, people, money)

DE Customer Segmentation Study

Explorers: Users who are simply curious and love to learn new things, but do not have a content or subject agenda driving their visits. They know that they will find something interesting at the library.

Facilitators: Users who are there largely to support someone else. They come to cultivate library going and behavior in their children, or because they want to check out audio books for a friend. The purpose is to support someone else.

Scholars: Users who have a deep interest and a history of research work in one topic area. Examples of users in this category describe themselves as a "genealogist" or a "religious scholar." These individuals often use the interlibrary loan services or travel to specific libraries with supportive collections.

Problem Solvers: Users who have a specific question or problem that they're trying to solve. This includes users planning a trip, learning about a new pregnancy, or looking for information on how to write a successful job resume.

Hobbyists: These users have a specific interest area, and visit the library to further that particular interest. Interesting examples include the NASCAR specialist and the Aviation buff, both of whom visit the library to stay on top of what is new in their field.

DE Customer Segmentation Study

Experience Seekers: These users perceive the library as a venue for entertainment or social connection. They come to the library to be around people, particularly people like themselves, or to read the newspaper. They may also come to check out books or DVD, but are less concerned about the books or DVD they choose, and really describe themselves as looking for something to occupy their time.

Patrons These users have a strong sense of belonging to the library, and join the local library immediately when they change communities. They often volunteer for the library, and go out of their way to bring other less committed users with them.

Spiritual Pilgrims: These users focus on the library as a place of reflection or rejuvenation. They speak of the library as their 'peace' place, or as a "constant" in their life. They come to the library because it nurtures a spiritual need.

Others: This category includes a range of users whose motivations do not fall into any of the above categories. Examples include users who are at the library just to drop something off or pick something up, or the individual that has to prove he is at the library in order to get credit for another program. Table 2 summarizes how the 113 library users are distributed across these nine categories.

Library Link
KEY CONCEPTS

📖 *Competing For The Future,* Hamel & Prahalad, 1994

📖 *Get Back In The Box: Innovation From The Inside Out*, Douglas Rushkoff, 2005

- Core Competency, Business Purpose – Collections, Learning

Outreach

Partnering

Programming

Reference

Readers
Advisory
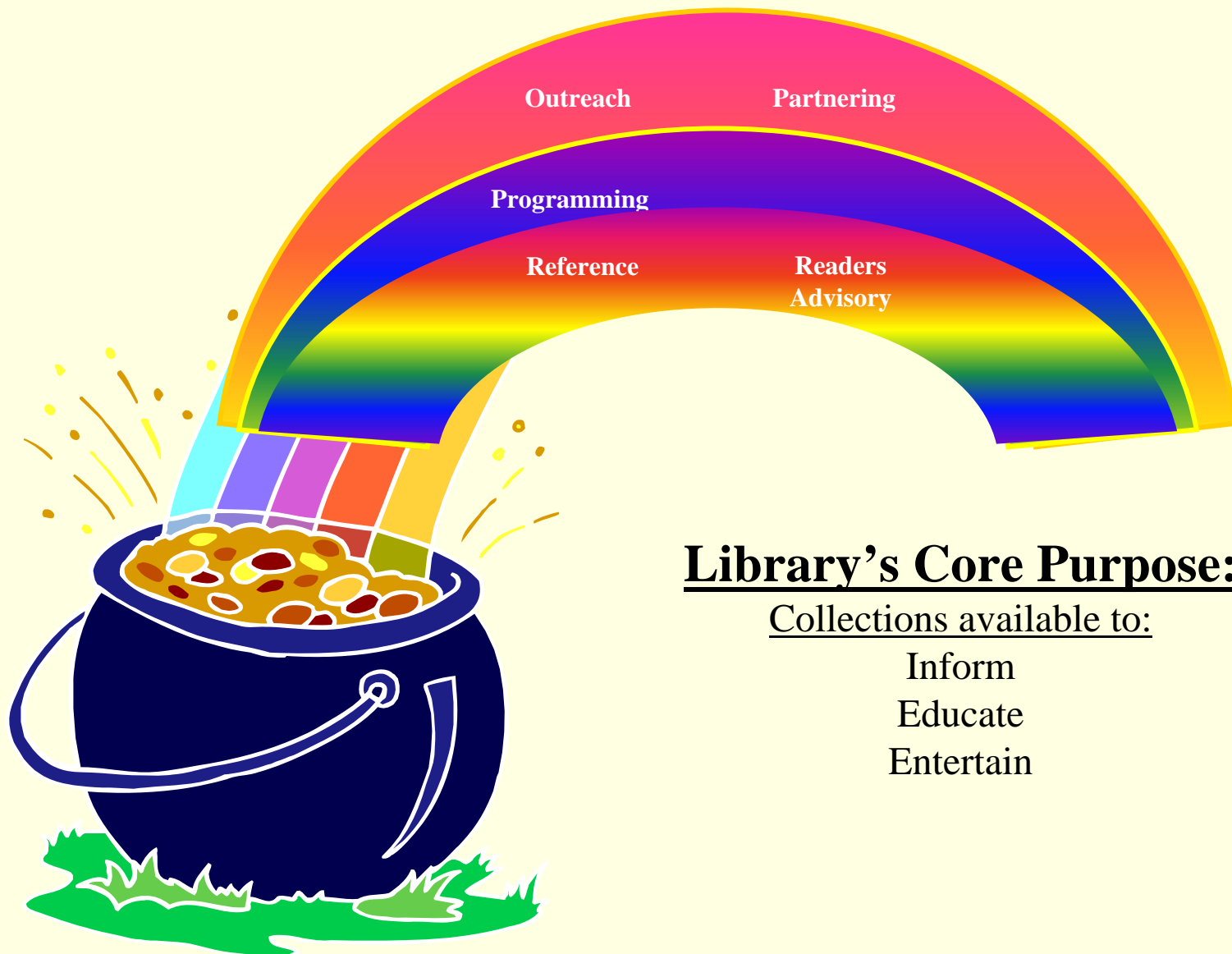
Library's Core Purpose:

Collections available to:

Inform

Educate

Entertain

Why is Quality Essential?

(meaning a fresh look at strategy alignment and measurement)

Acknowledgment…

- According to Charles McClure, Director of Information from Florida State University, we must put an end to the library "adhocracy" method of decision-making.

Library Journal, 2006

Must Coordinate Cooperation among "Silos"

Organizational "Silos"

Trainin

Programming

Finance

HR

Collection Developme

Planning/ Library Development

Outreach

Service Lines
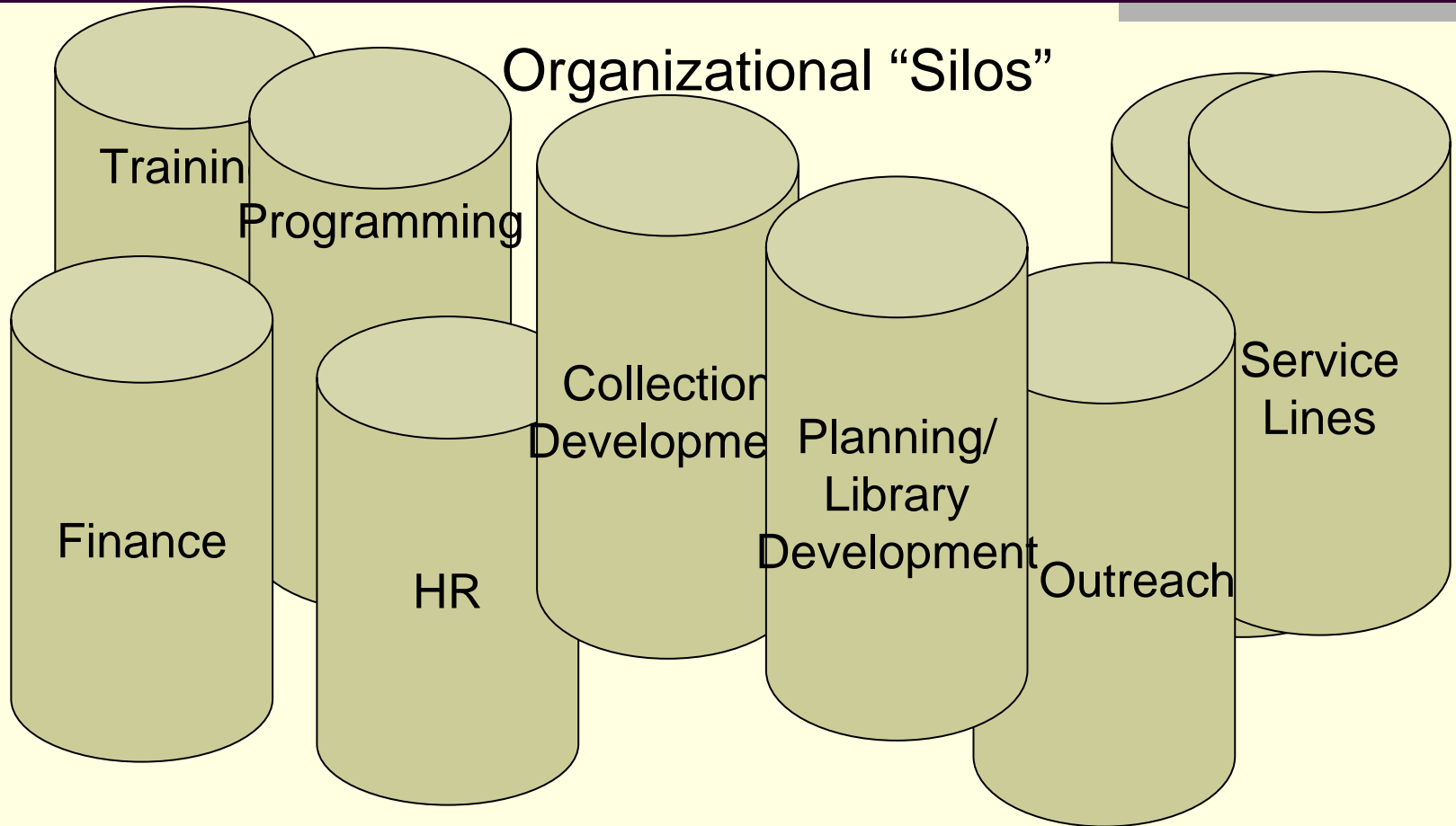
Silos Enhance "Adhocracy"

Most of all: *Strategy Alignment*
Getting on the Same Page

- Agreement on vague goals is not enough!
- Metaphor of crossing a river
  - Buy a boat
  - Rent a helicopter
  - Build a bridge
  - Make a raft
  - Dig a tunnel
- Each could be successful
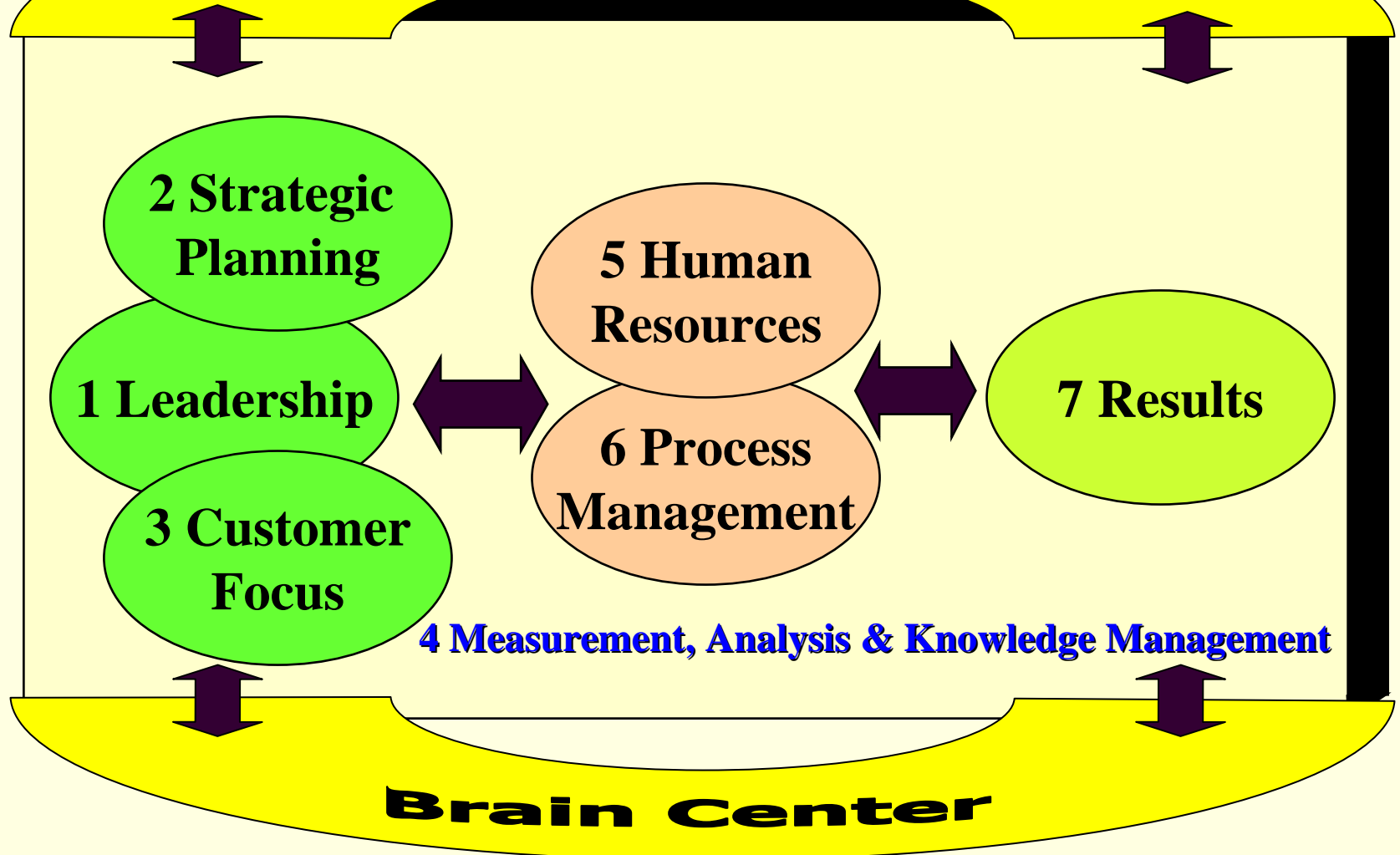- Without a clear strategy, most effort is wasted

What Comprehensive Framework Shows the Path?

Baldrige Quality Framework
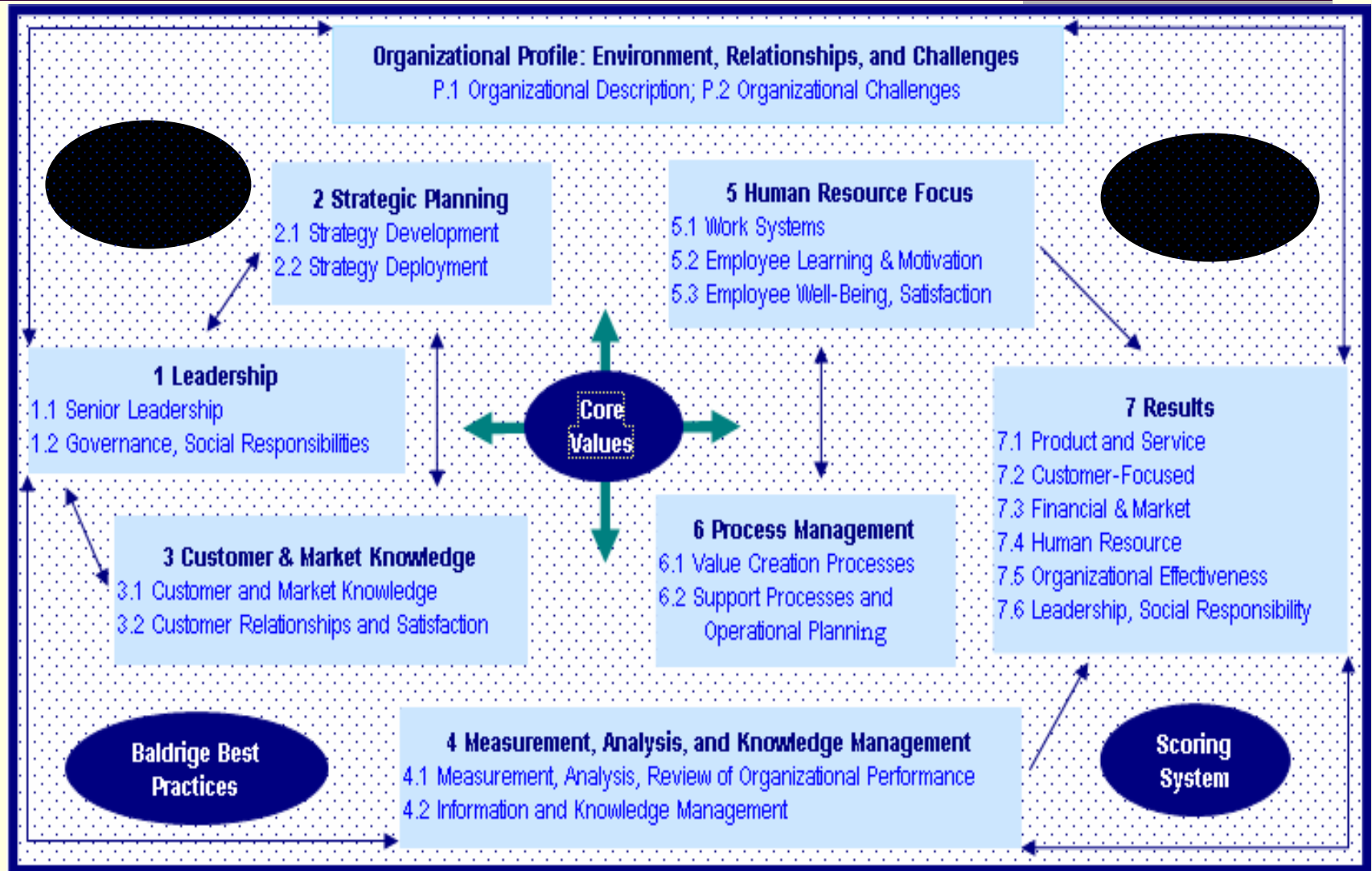
Organizational Profile
Environment, Relationships, Challenges

- 2 Strategic Planning
- 1 Leadership
- 3 Customer Focus
- 5 Human Resources
- 6 Process Management
- 7 Results

4 Measurement, Analysis & Knowledge Management

Brain Center

BALDRIGE FRAMEWORK

Organizational Profile: Environment, Relationships, and Challenges
P.1 Organizational Description; P.2 Organizational Challenges

2 Strategic Planning
2.1 Strategy Development
2.2 Strategy Deployment

5 Human Resource Focus
5.1 Work Systems
5.2 Employee Learning & Motivation
5.3 Employee Well-Being, Satisfaction

1 Leadership
1.1 Senior Leadership
1.2 Governance, Social Responsibilities

Core Values

7 Results
7.1 Product and Service
7.2 Customer-Focused
7.3 Financial & Market
7.4 Human Resource
7.5 Organizational Effectiveness
7.6 Leadership, Social Responsibility

3 Customer & Market Knowledge
3.1 Customer and Market Knowledge
3.2 Customer Relationships and Satisfaction

6 Process Management
6.1 Value Creation Processes
6.2 Support Processes and Operational Planning

Baldrige Best Practices

4 Measurement, Analysis, and Knowledge Management
4.1 Measurement, Analysis, Review of Organizational Performance
4.2 Information and Knowledge Management

Scoring System

Key Characteristics of the Baldrige Quality Criteria

| CHARACTERISTICS	DESCRIPTION
Directed toward business results	Organizational performance and results are a composite of the seven key performance areas.
Non-prescriptive	There are no requirements about how to implement the core values in a specific manner or the need to use any specific tools, techniques, technologies, systems or measures.
Supports goal-based diagnosis	The *Criteria* focus on requirements while the scoring system focuses on factors to use in assessing strengths and areas for improvements.
Supports a system perspective and emphasizes alignment	Requires improvement cycles at all levels and all parts of the organization. Strategic alignment is embedded in the cause and effect relationships and results orientation among all seven *Criteria*.
Comprehensive	The *Criteria* cover all operations, processes and work units of the organizations, both internal and external.

What Is In It For Me?

- Gap Analysis/Results
  - An assessment of where you are and the roadblocks that are preventing you from getting to where you want to be
- A Global Sense of your SWOT (Focus)
  - What your Strengths, Weaknesses, Opportunities for Improvement, and Threats are
- Feedback Report by Outside Examiners
  - Provides Strategic Focus (through SWOT) and the Consequences to the Organization if the necessary changes are not made

Most of ALL…

- Gained credibility, and accountability
- An acknowledgment (by the community in general) that your organization is a good steward of taxpayer dollars
- Clear strategic path forward incorporating agility and securing sustainability
- Change from culture of "adhocracy" to a culture of assessment and evolution

All this, as a Result of: Alignment & Integration
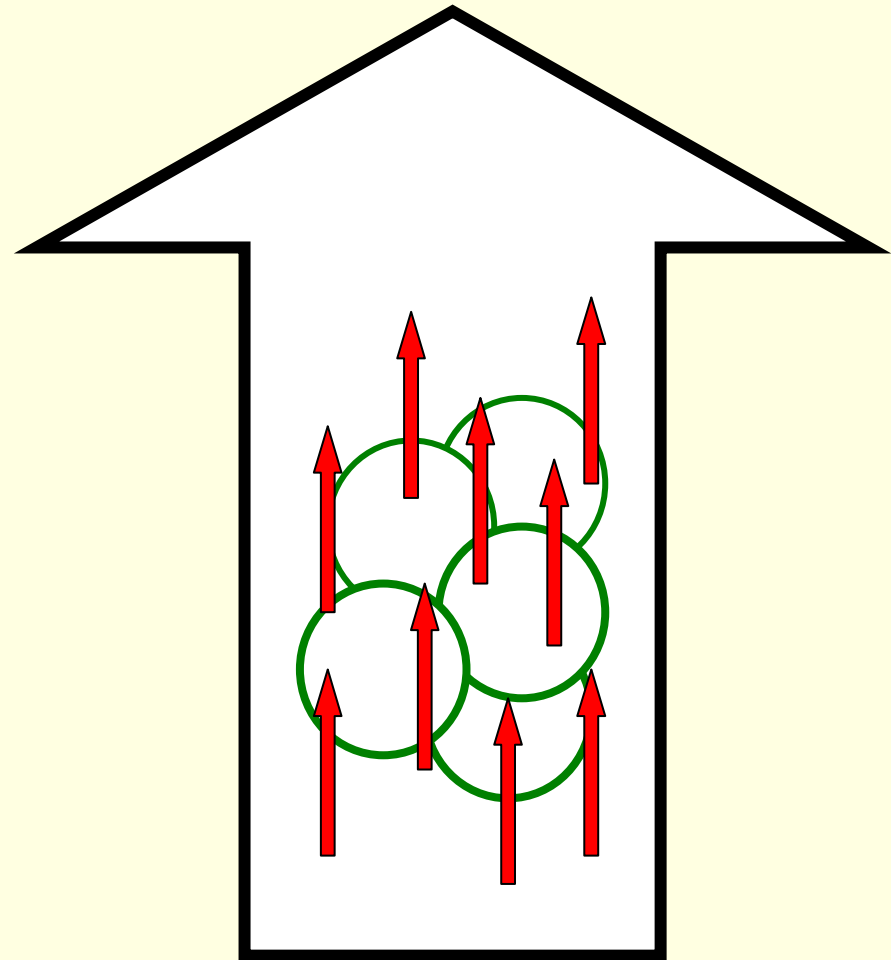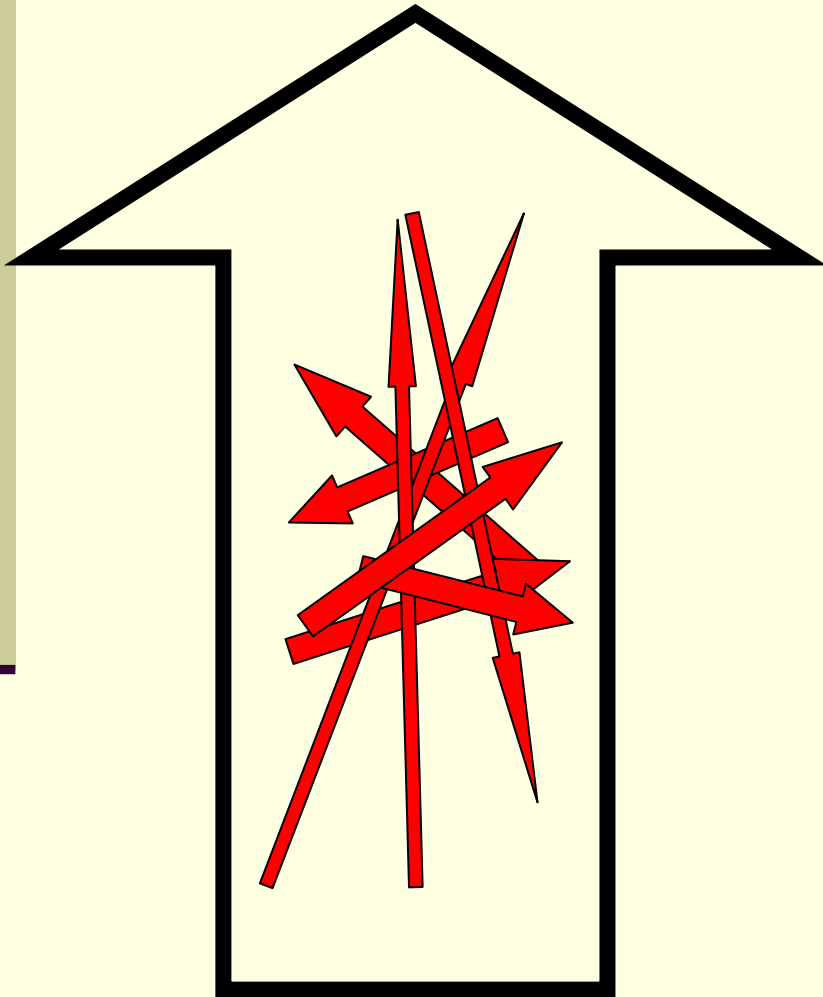
Some Delaware Facts:

- Telephone Survey by UD
  - 92% of library users, and
  - 84% of *non-library users*

  Said libraries are:
  - "vital" or "very important" to the quality of life in their community
- "Delaware's library collections are too small and are out of date"
- "Almost without exception, Delaware's public libraries are badly understaffed"

Some More Delaware Facts:

- "Delaware has too many library buildings but less than half of the library space needed to offer high quality library service"

- "Goal is a minimum of 10,000 SF per library"
  - 22 libraries are less than 10,000 SF, of which 13 libraries are 5,000 SF or less

- "Unless a concerted effort is made to improve library services quickly, Delaware is likely to fall further behind because of its significant population growth"

Delaware Libraries

This is how the DE Quality Learning Journey Began:

2002 to 2006

Library Link

KEY CONCEPTS

📖 *Be Our Guest: Perfecting the Art of Customer Service*, Disney Institute

- Systems
- Back Stage Processes
- Everything "speaks" to support Customer Service
- Values
- Service Standards

Library Link
KEY CONCEPTS

📖 *Diffusion Of Innovations,*

Everett Rogers, 1995

- Innovators
- Early Adopters
- Early Majority
- Late Majority
- Laggards

Library Link
KEY CONCEPTS

📖 ***The Discipline Of Market Leaders***

Treacy and Wiersema

- ◼ Operational Excellence (Wal-Mart)
- ◼ Product Leadership (innovators like 3M)
- ◼ Customer Intimacy (Amazon)

Library Link KEY CONCEPTS
The Agenda by Michael Hammer

- The (final) Customer comes first
  - the collaborative works together to serve the final customer

- The entire process should be designed as a unit
  - all processes must be looked at in holistic terms

- No activity should be performed more than once
  - eliminating duplication of activities across all boundaries

- The entire collaborative should operate with one database
  - everyone shares the same version of all information

Baldrige Application…

■ **First application in 2004—won the Commitment Award**

  ▪ The Delaware Quality Commitment Award recognizes businesses and organizations that are **getting started in their quality journey**. These organizations have put the **basic quality building blocks in place** that will lead them to future performance excellence.

■ **Second application in 2005—won the Merit Award**

  ▪ The Delaware Quality Award of Merit recognizes companies and organizations that **demonstrate significant progress** in their **approach and deployment of quality systems**. Although overall results may lack maturity, the Merit Award recipients are role models within Delaware in several of the seven Criteria categories.

Vision

Delaware libraries 1st in the nation

Every Delawarean will have a library card, and will use it often!

Providing Delawareans the best libraries in the nation.

Seamless for customer, increase customer satisfaction & usage, libraries are essential

Values

Service, Access, Excellence

Developed by participants in Be Our Guest Workshops*
and LSTA Planning Event in 2002

Library's Core Purpose

Collections available to
Inform
Educate
Entertain

Developed by participants
in UD Performance Improvement Certificate Program* in 2003

DDL Mission

Library Development on behalf of Delawareans

5Year Plan
Using Baldrige criteria, document, create, measure,
improve the Statewide collaborative systems
Maximize resources (staff, funding, time, etc.) &
reduce duplication of effort

Numbers!...

"What do I *do*

With all of the *numbers*?"

Quote From Annie Norman
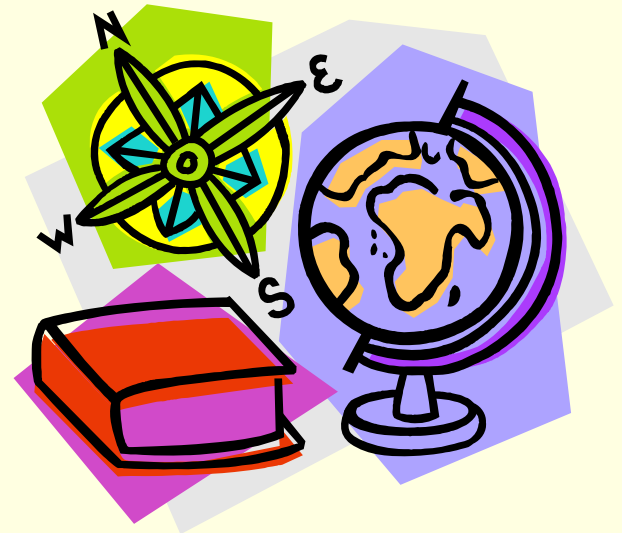
Big Questions…

What Problem
do we want or have
to Solve ?

What is the **change** that we desire to bring to the organization?

Our Strategy Goal…

- Follow the BSC (Balanced Scorecard) methodology
    - Present a more holistic view of the enterprise
    - Focus on underlying message in the data
    - Incorporate a "dashboards" format for quick access
    - Create a metrics monitoring tool for decision support
        - what-if analysis
        - Alert threshold triggers
    - Shift the dynamic from static reporting to fluid analytics
    - Create a "Discovery" Environment

What is the Balanced Scorecard?

Vision Mission

CUSTOMER

PROCESSES

PEOPLE

MONEY
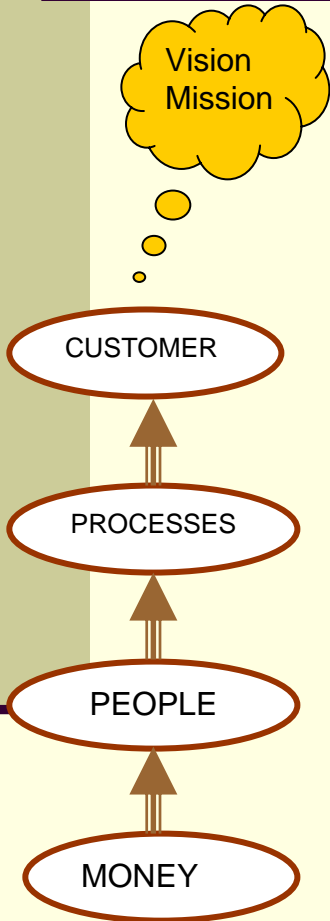
- **The BSC is a comprehensive *management system***

  ➢ *that clarifies, balances, and aligns an organization's vision and strategy, and translates them into actions through the use of linked cause and effect performance measures into four perspectives (Customer, Internal Processes, Knowledge/Growth, and Financial).*

- **It is more than a simple measurement tool.**

- **It is mostly about aligning what we say and do, and provides focus on how to achieve the ultimate vision.**

A Common BSC Mistake

"The biggest mistake that organizations make is thinking that the scorecard is just about measures. Quite often they will develop a list of financial and non-financial measures and believe they have a [balanced] scorecard. This, I believe, is dangerous."

David Norton

Dimensions of a Balanced Scorecard

The Two Dimensions of the Strategy Map:
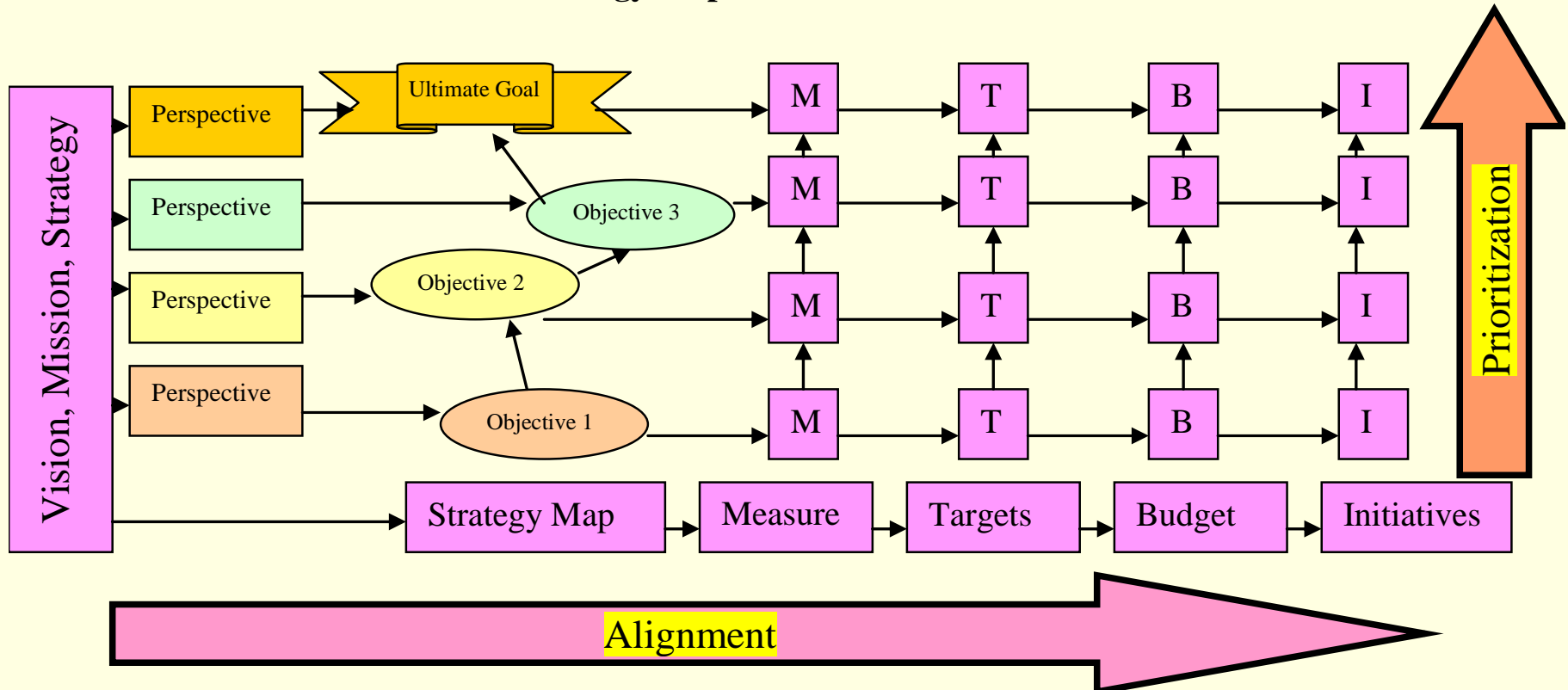
From the "Measure of Library Excellence" Copyright 2006

Prioritization: Cause and Effect Relationship

From the "Measure of Library Excellence" Copyright 2006
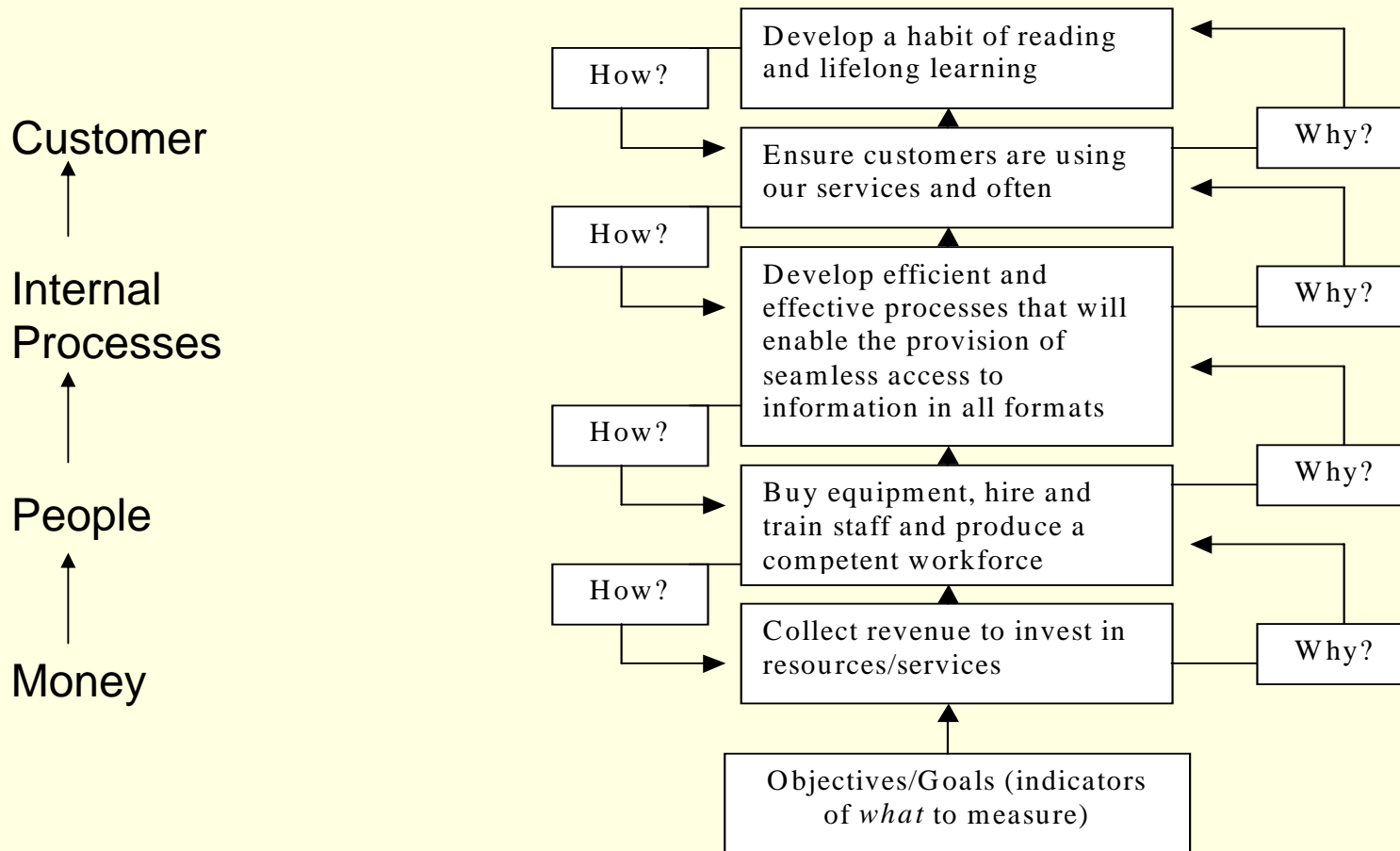
BSC Strategic Questions

- ## Customer Perspective
  - What do our internal and external customers need, want or expect?

- ## Internal Perspective
  - On what must we focus our work efforts so we can meet customer/stakeholder needs within our financial constraints?
  - At what must we excel internally?
  - What is our Core Business?

BSC Strategic Questions cont'd

- ## Learning and Growth Perspective
  - What must we do to enable our staff to carry our their work well? (work environment/conditions, right tools for right job, resource management)
  - How will we assure staff & organizational readiness?

    (Training, empowerment)

- ## Financial Perspective
  - What must we do well to be financially successful, so we can be sustainable and meet customer and stakeholder needs?

Based on those questions, develop for each…

- Objectives/Goals
- Measures
- Initiatives/Activities
- A Budget line item to correspond to and implement these

And then assign an "owner" (i.e. the responsibility) to a staff member so that they can assure, and take the lead in monitoring the realization of the objective and the progress on the measure.

VERY IMPORTANT IN GIVING MEANING TO A STAFF PERFORMANCE REVIEW IN GOVERNMENT

Cascading the Strategy
"Engaging Every Employee in the Journey"

CHW Scorecard

Four Perspectives

"Strategic Themes"

Strategic Objective — Measure / Measure

Measure Certification Process

Objective* — Measure / Measure

* There can be multiple layers of Objectives, which have a "cause and effect" relationship to achieve the Strategic Objective.

Initiative

Sub-Initiative

Charter & AFE Attachments

Tasks

I See How My Work Matters

My initiatives My measures

2004 Strategic Themes
1. Bring the XXXXXXXXXXXX
2. Improve XXXXXXXXXXXX
3. Execute XXXXXXXXXXXXXXXXXX
4. Manage XXXXXXXXXXX
5. Explore XXXXXXXXXXXXX

Carlson Hospitality Worldwide

9/9/2004

Rembrandt

The Art of Strategy

Our Mistakes…

- The glass slipper effect:
  - Instead of looking at WHAT needed to be measured to realize our strategy and the change we were envisioning, we took the simple path by trying to fit the measures we already had into this change framework
  - We were "married" to the traditional four BSC perspectives, trying to "stuff" our six Baldrige result categories within them

The Result…

- A scorecard with nothing but operational measures and very few, if any, strategic measures
  - Example: Used raw Bibliostat or FSCS data like circulations or circulation per capita, vs. a collection development index taking into consideration many factors, by relativity.

- Combined, and therefore made invisible, some essential operational pieces

To Illustrate…..

BALDRIGE FRAMEWORK

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Scoring System

TRADITIONAL BALANCED PERSPCETIVES

CUSTOMER

INTERNAL PROCESSES (processes)

KNOWLEDGE & GROWTH (people)

FINANCIAL (money)

BSC

BALDRIGE

1 — CUSTOMER → CUSTOMER 7.2 — **1**

2 — INTERNAL PROCESSES → PRODUCTS & SERVICES 7.1 — **2**

→ ORGANIZATIONAL EFFECTIVENESS 7.5 — **3**

3 — KNOWLEDGE & GROWTH → HUMAN RESOURCES (PEOPLE) 7.4 — **4**

4 — FINANCIAL → LEADERSHIP & GOVERNANCE 7.6 — **5**
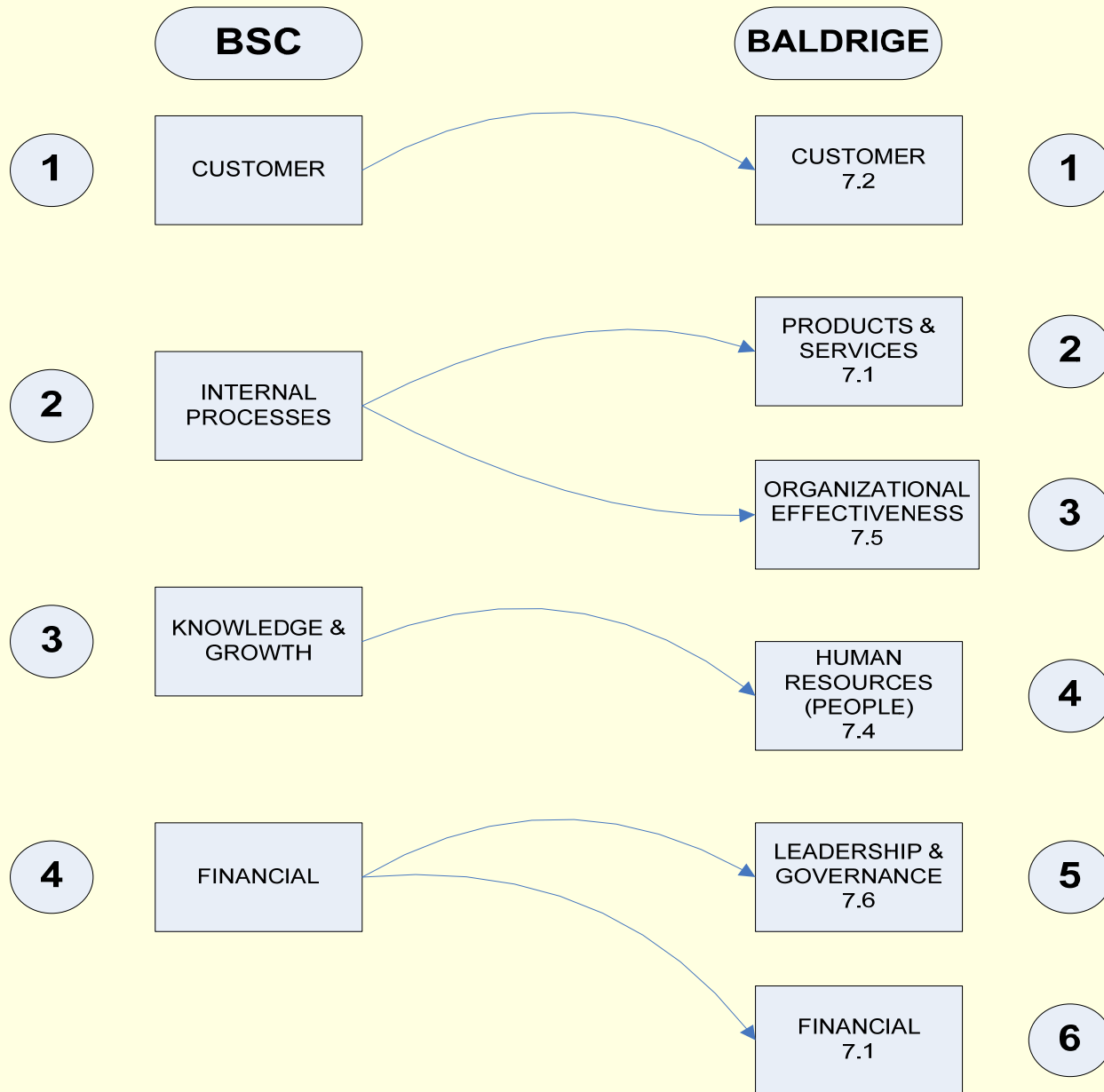
→ FINANCIAL 7.1 — **6**

DE's Strategy Map…
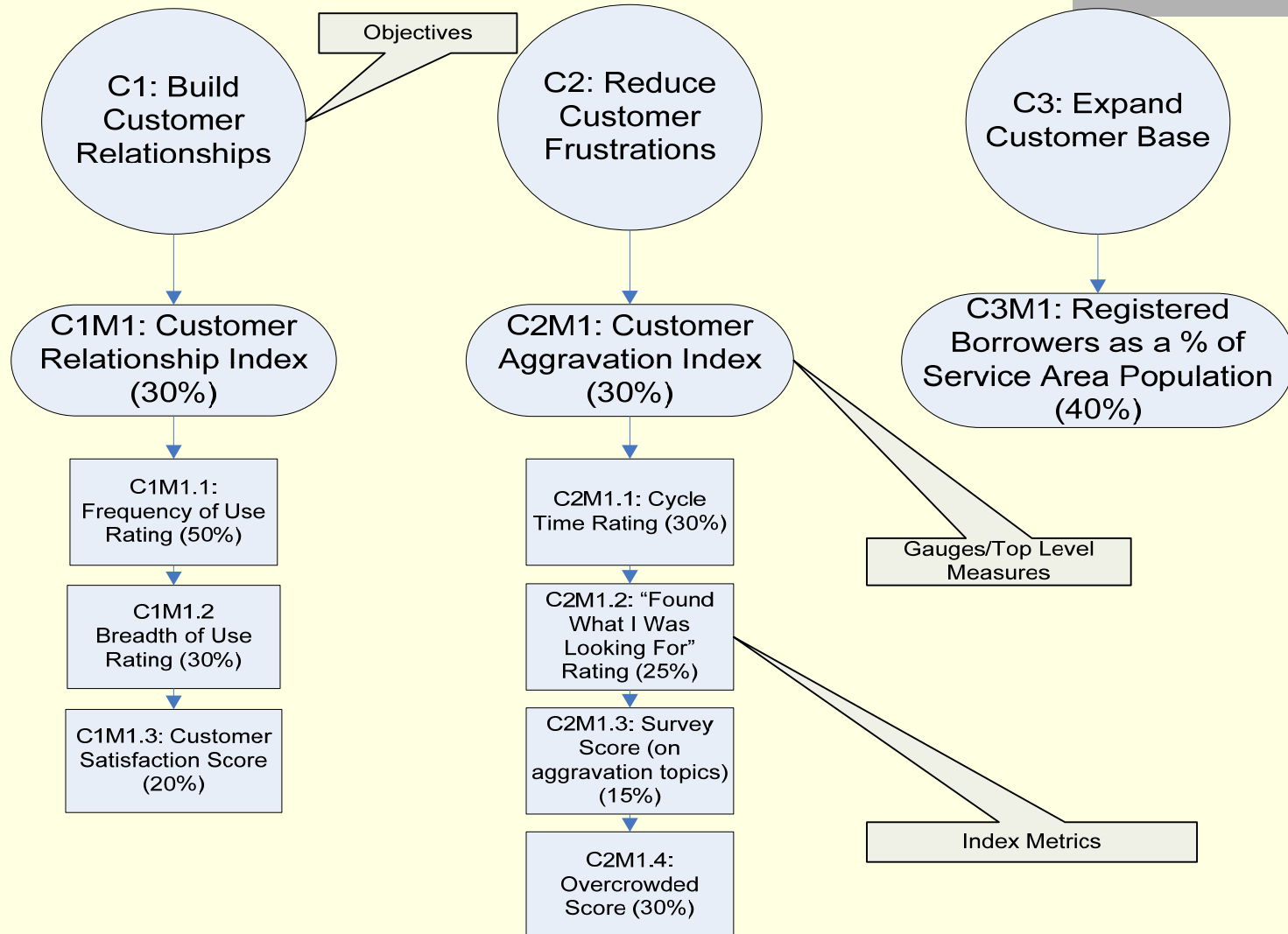
Scorecard Categories

- Customer
- Product/Services
- Organizational Effectiveness
- Human Resources
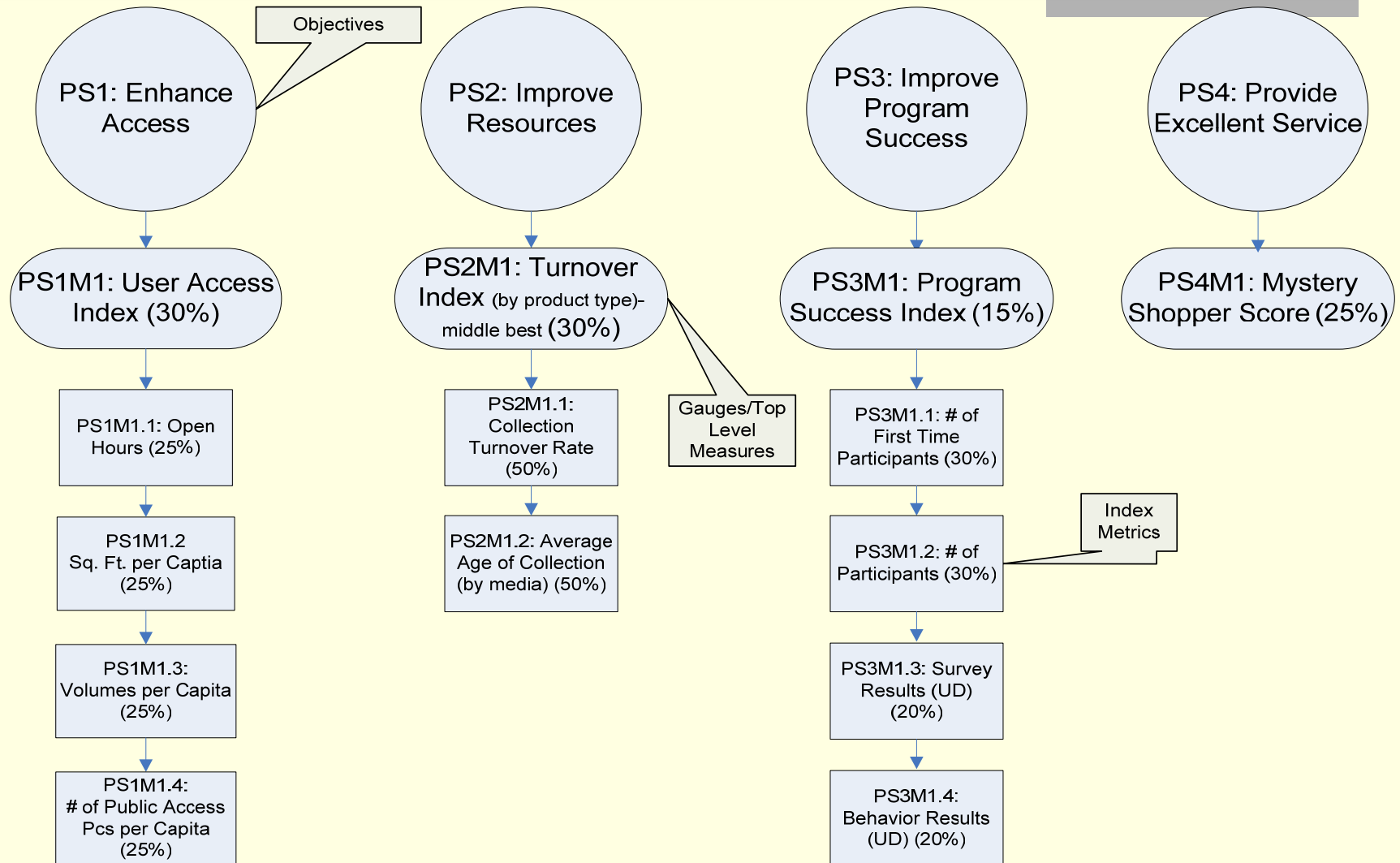- Leadership & Governance
- Financial

Scorecard Development Methodology

- Provide 3 to 4 Indices for each of the six categories or perspectives

- Provide a weight for each index totaling to 100%

- For each index provide at least 2-3 applicable metrics

- Provide a weight for each metric totaling to 100%

1. Customer Perspective

Objectives

C1: Build Customer Relationships

C2: Reduce Customer Frustrations

C3: Expand Customer Base

C1M1: Customer Relationship Index (30%)

C2M1: Customer Aggravation Index (30%)

C3M1: Registered Borrowers as a % of Service Area Population (40%)

C1M1.1: Frequency of Use Rating (50%)

C1M1.2 Breadth of Use Rating (30%)

C1M1.3: Customer Satisfaction Score (20%)

C2M1.1: Cycle Time Rating (30%)

C2M1.2: "Found What I Was Looking For" Rating (25%)

C2M1.3: Survey Score (on aggravation topics) (15%)

C2M1.4: Overcrowded Score (30%)

Gauges/Top Level Measures

Index Metrics

2. Product/Services Perspective

Objectives

PS1: Enhance Access

PS2: Improve Resources

PS3: Improve Program Success

PS4: Provide Excellent Service

PS1M1: User Access Index (30%)

PS2M1: Turnover Index (by product type)– middle best (30%)

PS3M1: Program Success Index (15%)

PS4M1: Mystery Shopper Score (25%)

Gauges/Top Level Measures

PS1M1.1: Open Hours (25%)

PS2M1.1: Collection Turnover Rate (50%)

PS3M1.1: # of First Time Participants (30%)

PS1M1.2 Sq. Ft. per Captia (25%)

PS2M1.2: Average Age of Collection (by media) (50%)

PS3M1.2: # of Participants (30%)

Index Metrics

PS1M1.3: Volumes per Capita (25%)

PS3M1.3: Survey Results (UD) (20%)

PS1M1.4: # of Public Access Pcs per Capita (25%)

PS3M1.4: Behavior Results (UD) (20%)

3. Organizational Effectiveness Perspective

OE1: Improve Efficiency

Objectives

OE2: Grow Capacity

OE3: Better Leverage Technology

OE4: Improve Project Management

OE1M1: Efficiency Index (30%)

OE2M1: Growth In Capacity/Capabilities (20%)

Gauges/ Top Level Measures

OE3M1: Technology Index (25%)

OE4M1: Project Mgt Index (25%)

OE1M1.1: Circulation per sq. ft. (33%)

OE2M1.1: Ability to Expand Capabilities (50%)

OE3M1.1: How Technically Sophisticated are each of our Libraries? (33%)

Index Metrics

OE4M1.1: How Are We Doing with the top 3-5 Projects? (20%)

OE1M1.2 Circulation per staff (33%)

OE2M1.2: # of Expanded Virtual Services (50%)

OE3M1.2: How is Our Approach to Improving Technology? (33%)

OE4M1.2: How Are We Doing with Our Budget? (20%)

These questions rated by staff

OE1M1.3: Circulation per hours open (34%)

OE3M1.3: What Results are we Getting From Technology? (34%)

OE4M1.3: How Are We Doing on Our Milestones? (20%)

These questions rated by staff

OE4M1.4: How Are We Doing on Systematically Managing our Products? (20%)

These questions rated by staff

OE4M1.5: How Much Churn/ Change? (20%)
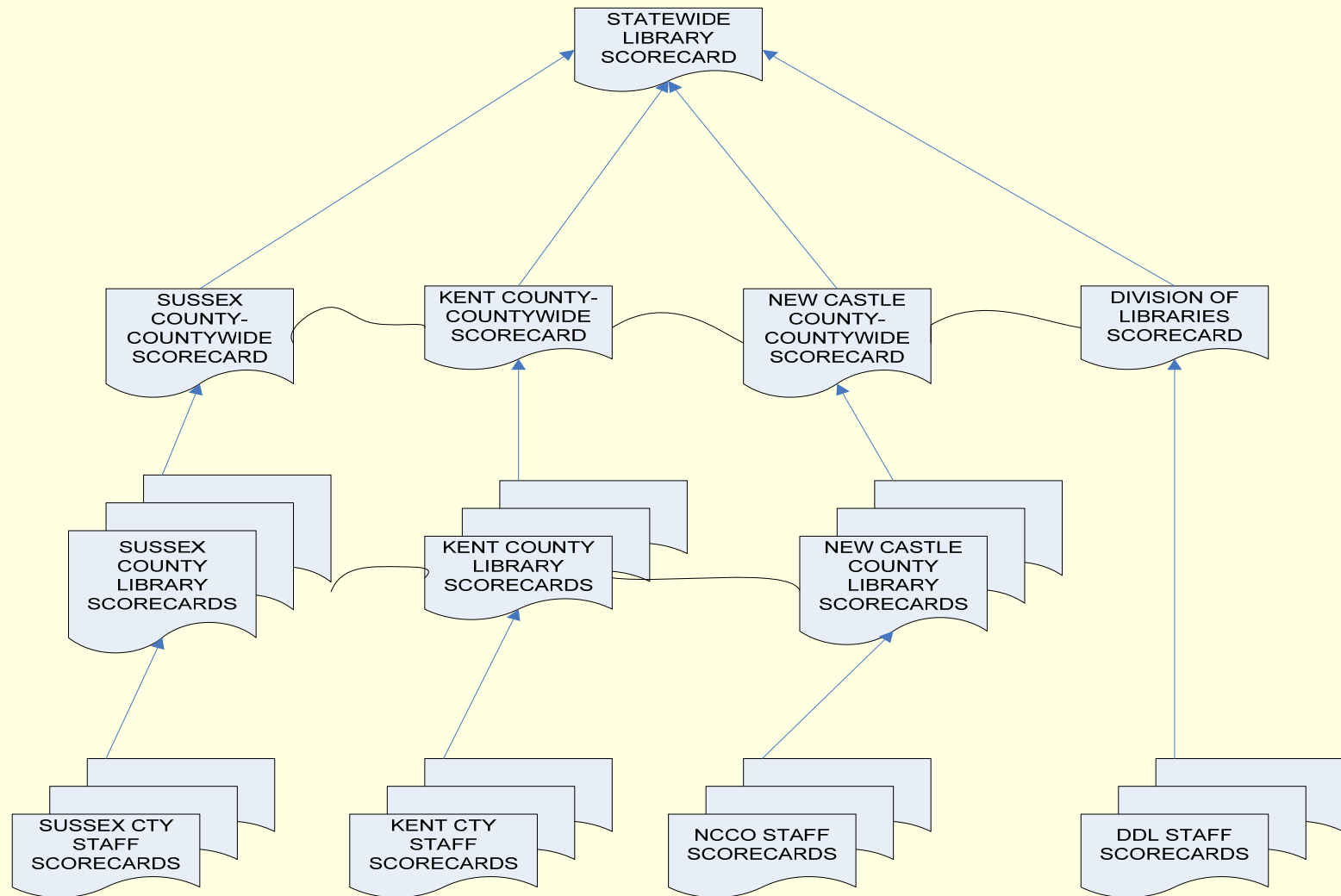
4. Human Resources (people) Perspective

5. Leadership & Governance Perspective
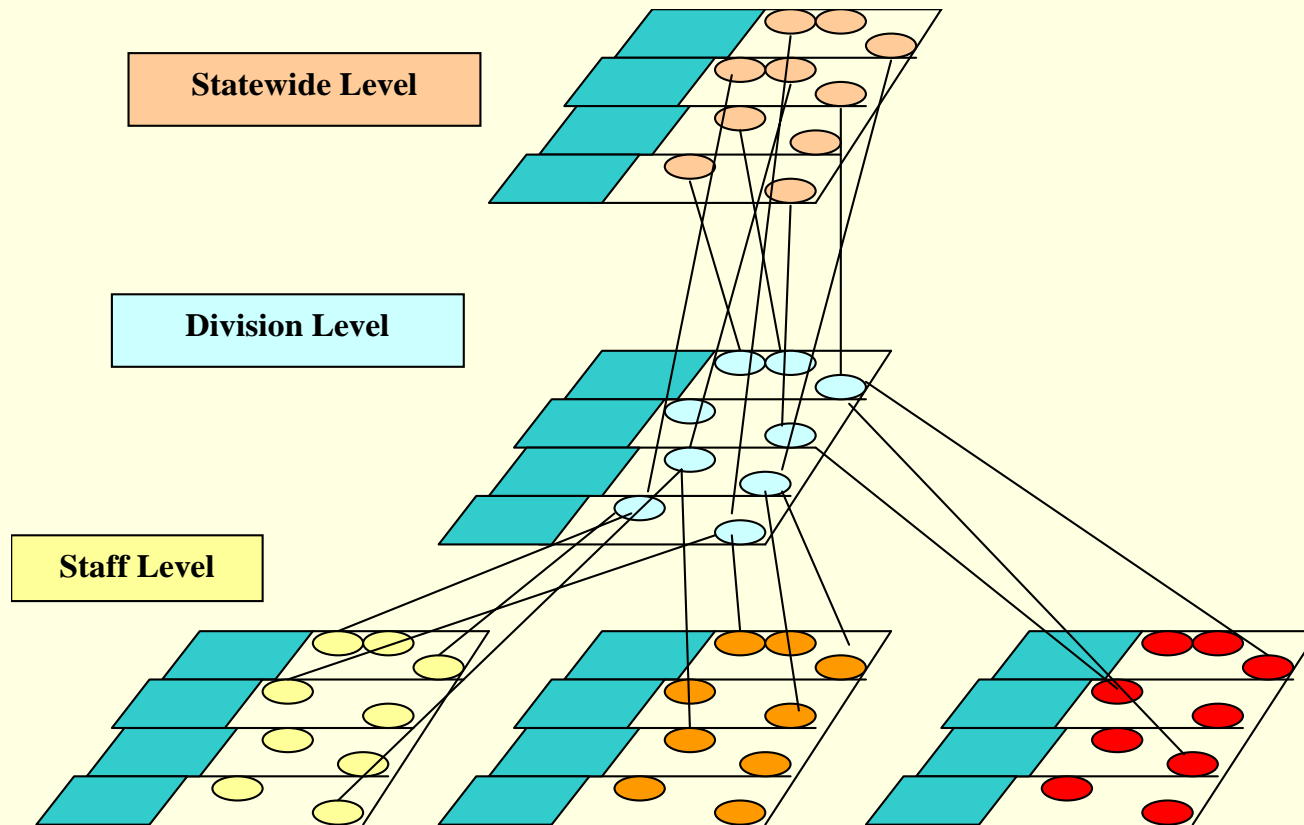
6. Financial Perspective

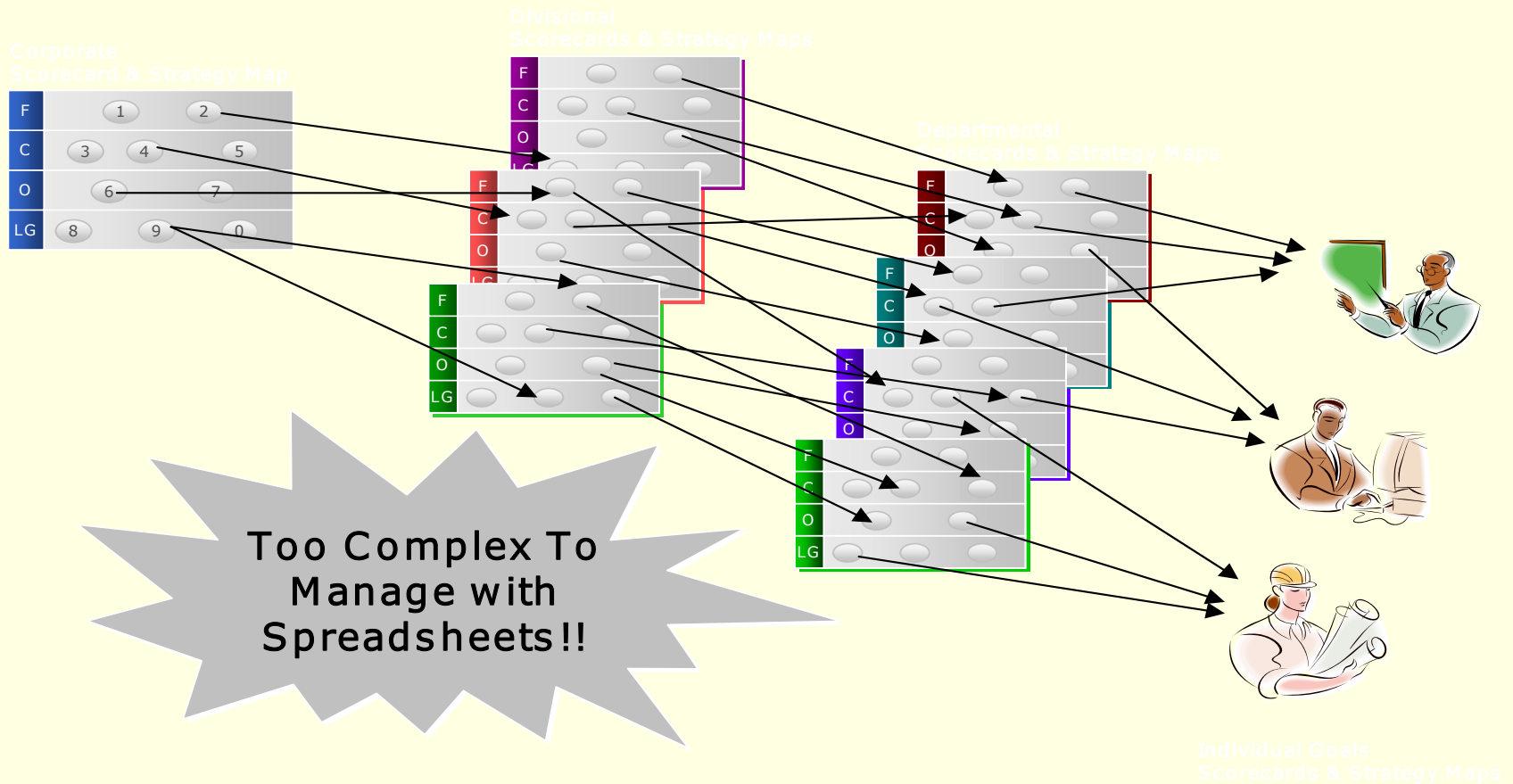# Library System Cascaded Scorecards Concept: 40,000 foot view

From the "Measure of Library Excellence" Copyright 2006

What gets measured at one level…

Statewide Level

Division Level

Staff Level

From the "Measure of Library Excellence" Copyright 2006

Cascading Cause & Effect

Too Complex To Manage with Spreadsheets!!

InsightVision Software

Scorecard: 1 Statewide Scorecard

Set As Default Scorecard | Select Different Scorecard | Expand All

Key Performance Indicators	Prior Period	Current Value	Change	Target Value	Most Recent Period	In
Customer						
DDL: Expand Customer Base						
Increase Number of Library Card Holders	525,739	525,739	➡ 0	801,348	FY 2005	
Registered borrowers as a percent of service population	64.03%	64.03%	➡ 3	65.00%	Q4 FY2005	
Number of new customers attending library programs	N/A	N/A		N/A	N/A	
Number of LBPH users with public library cards	N/A	N/A		N/A	N/A	
DDL: Retain Existing Customers						
Loans per active patron	10.7	10.7	➡ 3	13.0	Q4 FY2005	
Programs per capita	N/A	N/A		N/A	N/A	
DDL: Increase Value to Customers						
Reference Transactions Per Capita	0.65	0.57	↘ 1	0.85	FY 2003	
Internal Processes						
DDL: Optimize Facilities						
DDL: Improve Resources						
Audio Material per 1000 population	N/A	N/A		N/A	N/A	
Current Serial Subscriptions per 1000 population	N/A	N/A		N/A	N/A	
Books & Serial Volumes per capita	1.9	2.0	↗ 1	2.7	FY 2003	
Video materials per 1000 population	116	116	➡ 3	0	Q4 FY2005	
DDL: Enhance Access						
Circulation Per Capita	6.17	6.11	↘ 1	6.75	FY 2003	
ILLs Received per 1000 population	243.38	210.69	↗ 1	200.00	FY 2003	
Number of Public-Use Internet computers per 5000 population	N/A	N/A		N/A	N/A	
Learning & Growth						
DDL: Recruit & Retain Qualified Staff						
Total Staff Expenditure per capita	$12.09	$13.52	↗ 1	$15.00	FY 2003	
Paid FTE staff per 25,000 population	7.96	7.68	↘ 1	10.00	FY 2003	

InsightVision Software: InfoSheets

InsightVision Software

Scorecard: 1 Statewide Scorecard   Set As Default Scorecard | Select Different Scorecard | Expand All

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DDL: Recruit & Retain Qualified Staff						
Total Staff Expenditure per capita	$12.09	$13.52	➚ 1	$15.00	FY 2003	
Paid FTE staff per 25,000 population	7.96	7.68	➘ 1	10.00	FY 2003	

InsightVisi...

HOME | SCOREB...

Scoreboard

Scorecard: 1 New Statewid...

Select Theme: -- Select Theme

Key Performance Indicators

- Customer Perspective
  - DDL: Build Customer Relationsh...
    - Customer Relationship I...
  - DDL: Customer Relationship Ra...
    - Frequency of Use Ratin...
    - Breadth of Use Rating
    - Customer Satisfaction S...
  - DDL: Reduce Customer Aggrav...
    - Customer Aggravation I...
  - DDL: Customer Aggravation Ind...
    - Cycle Time Rating (30%...
    - Items Searched Not Fou...
    - Aggravation Survey Sc...
    - Overcrowded Score (3...
  - DDL: Expand Library Customer...
    - ● Registered borrowers a...

Measure Document Template - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back

Search   Favorites

Get IE7 now!   Mail   My Yahoo!   Answers

Address http://insightvision/upload/InfoSheets/M_DDL_Customer_Relationship_Index.htm

Yahoo!   Search Web

MEASURE INFORMATION SHEET: Customer Relationship Index

Short Name	Owner	Data Owner
Customer Relationship Index	Annie Norman	Debbie Wilson

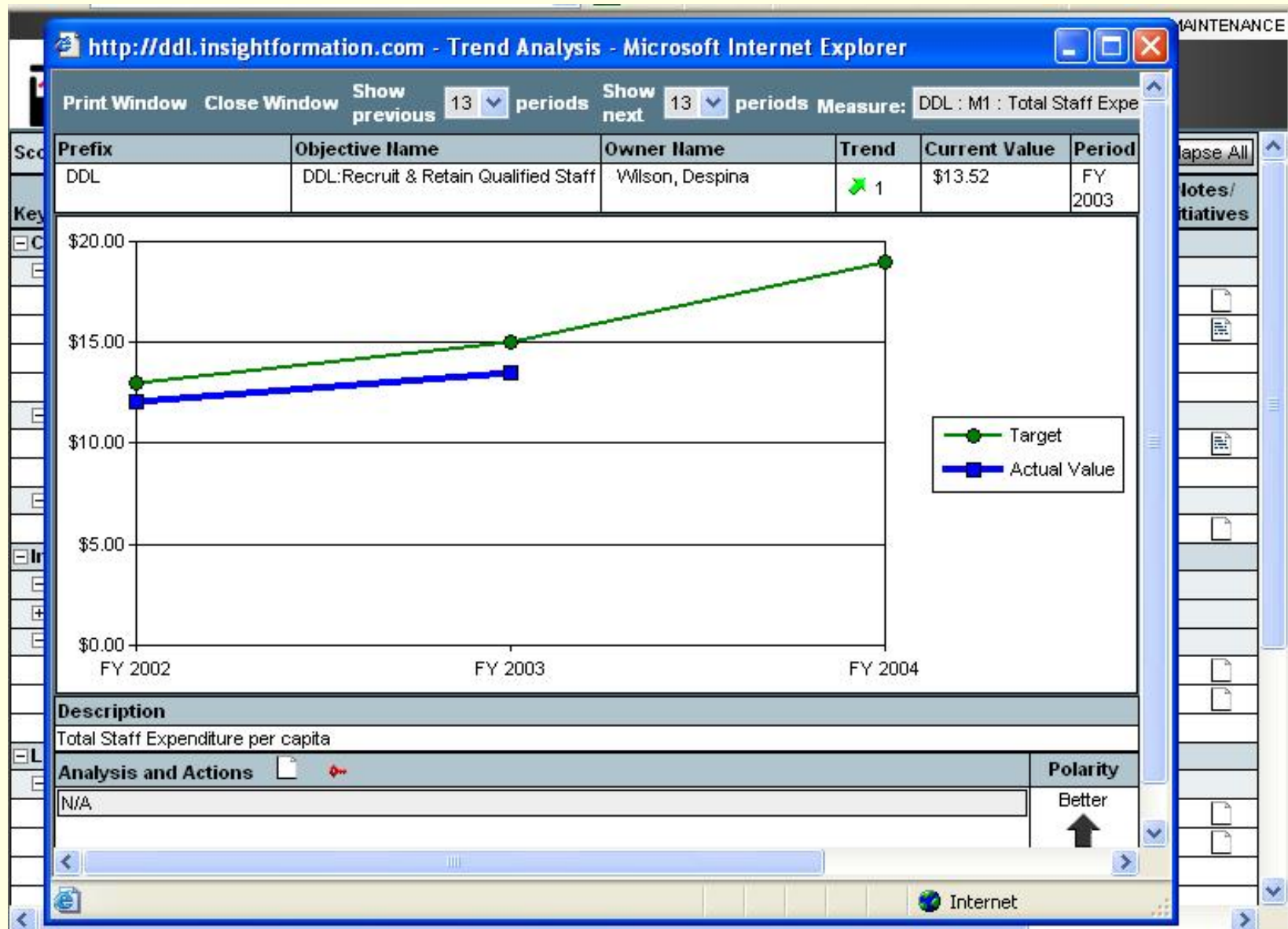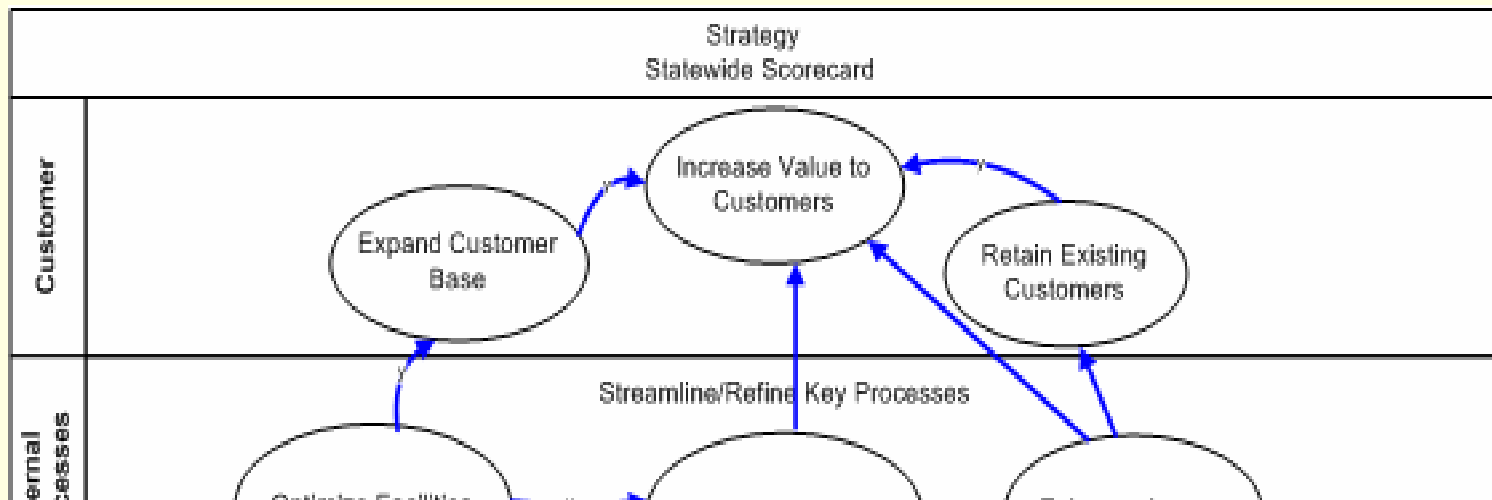|		

Description:	This index combines 3 factors:
	  1) The frequency of use of patrons,
	  2) The breadth of services that they use,
	  3) Their satisfaction with the Library System.
	Each of these are rated on a 5-point scale.	

Data Source(s):	Calculated from 3 index components.	
Unit of Measure:	Value, 2 decimals (on a scale of 1 to 5)	**Update Frequency:** Monthly, based on a rolling 12 months

Calculation:	Weighted Average for the 3 index components:
	  Frequency Rating = 50%
	  Breadth Rating = 30%
	  Satisfaction Rating = 20%
	This is calculated separately at the state and library levels. The library averages do not roll up to the state level.	

Update Process:	This value will be automatically calculated when each of the three index components have been updated. .	
Approval Process:	Automatically approved if the 3 index components are approved.	
Rationale:	We want a single measure that shows our progress in developing our customer relationships. Improvement in customer relationships help us accomplish our mission and achieve our vision.	

InsightVision Software

Scorecard: 1 Statewide Scorecard

Set As Default Scorecard | Select Different Scorecard | Expand All

Key Performance Indicators	Prior Period	Current Value	Change	Target Value	Most Recent Period	In
Customer						
DDL: Expand Customer Base						
Increase Number of Library Card Holders	525,739	525,739	➡ 0	801,348	FY 2005	
Registered borrowers as a percent of service population	64.03%	64.03%	➡ 3	65.00%	Q4 FY2005	
Number of new customers attending library programs	N/A	N/A		N/A	N/A	
Number of LBPH users with public library cards	N/A	N/A		N/A	N/A	
DDL: Retain Existing Customers						
Loans per active patron	10.7	10.7	➡ 3	13.0	Q4 FY2005	
Programs per capita	N/A	N/A		N/A	N/A	
DDL: Increase Value to Customers						
Reference Transactions Per Capita	0.65	0.57	↘ 1	0.85	FY 2003	
Internal Processes						
DDL: Optimize Facilities						
DDL: Improve Resources						
Audio Material per 1000 population	N/A	N/A		N/A	N/A	
Current Serial Subscriptions per 1000 population	N/A	N/A		N/A	N/A	
Books & Serial Volumes per capita	1.9	2.0	↗ 1	2.7	FY 2003	
Video materials per 1000 population	116	116	➡ 3	0	Q4 FY2005	
DDL: Enhance Access						
Circulation Per Capita	6.17	6.11	↘ 1	6.75	FY 2003	
ILLs Received per 1000 population	243.38	210.69	↘ 1	200.00	FY 2003	
Number of Public-Use Internet computers per 5000 population	N/A	N/A		N/A	N/A	
Learning & Growth						
DDL: Recruit & Retain Qualified Staff						
Total Staff Expenditure per capita	$12.09	$13.52	↗ 1	$15.00	FY 2003	
Paid FTE staff per 25,000 population	7.96	7.68	↘ 1	10.00	FY 2003	

InsightVision Software: Trend Charts

Strategy
Statewide Scorecard

Customer

Expand Customer Base

Increase Value to Customers

Retain Existing Customers

Internal Processes

Streamline/Refine Key Processes
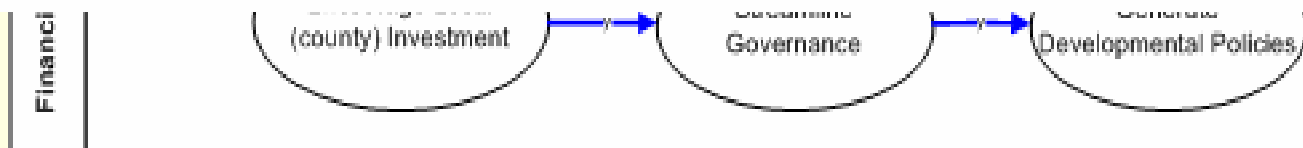
Optimize Facilities

Cause and Effect Relationship

Description:	The trigger for a customer to agree to issue a library card is the value they see in owning one. The value of a library card has a direct relationship between the improvement of library resources (like quality of collections, facilities, and ease of access to information and buildings) as well as the level of staff competencies and qualifications that bring about and administer targeted and valuable library services to the community.
Comment:	

Financial

Leverage Local (county) Investment

Streamline Governance

Generate Developmental Policies

It is a Journey
It helps to have a Track

Performance Improvement

(without a Framework)

Performance Improvement

(Baldrige, BSC, SAM)

OR

SAM
Alignment
Step 3
Balanced Scorecard
Strategy
Step 2
Baldrige
Awareness
Step 1

Making Vision Concrete

And the Delaware Library Quality Learning Journey Continues…

- **Delaware Division of Libraries**
  - www.state.lib.de.us

- **Annie Norman—Delaware State Librarian**
  - annie.norman@state.de.us

- **Despina Wilson—Management Analyst**
  - despina.wilson@state.de.us

Any Questions?